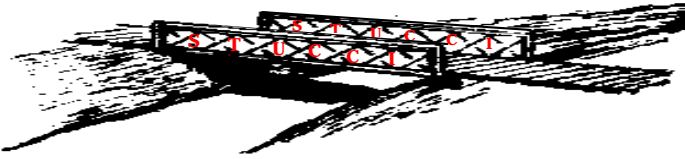


Case Management Bridge Crossings

Bridging the Chasms of Case Management . . . making it a reality

Melanie Prince, Capt., USAF, NC



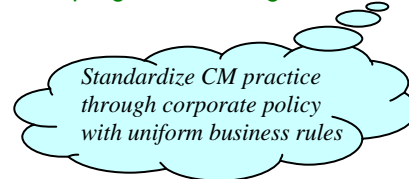
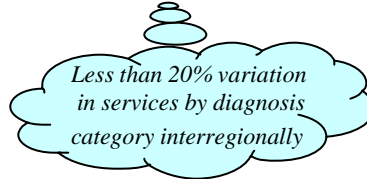
Upcoming events in the TMA case management office include program budget submission, and writing policy and operational guidance for case management practice. This article describes a framework for designing broad-spectrum case management around performance-based outcomes for effective program management.

Results-Oriented Performance: Making it Happen...

Gone are the days of planning programs based on "how we've always done it" or "what we've spent in the past". Even for new programs, it is not enough to only demonstrate "the level of need". Instead, program managers must take the most important next step -- or in some cases a leap -- to design programs that demonstrate measurable outcomes. Outcomes should link to goals and program components should influence outcomes. The

achievement or lack of goal attainment indicates performance -- a basis for objective decision-making. The Broad-spectrum Case Management Program (BCMP) demonstrated "the level of need" and recommended solutions to meet the need for comprehensive case management (CM) that extends beyond current capacities. But, the next step, integrating results-oriented performance, is crucial. The charge now is...

to describe performance outputs, that influences outcomes, and moves the program toward goal attainment.



Requirement from the 1993 Government Performance and Results Act (GPRA) mandates that federal agencies identify strategic, measurable outcomes, and gear their work towards their achievement (DHHS, 2001).

Examples of factors to consider when defining performance measurements. Align measurements with goals and operationally define. Tie them to beneficiary needs. Obtain from reliable sources and be quantifiable.

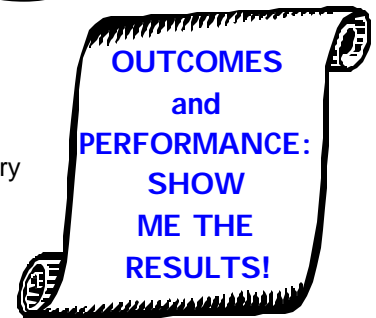
Standards and benchmarks relevant to programs are internal and external. Use these as an indication of progress or lack thereof. The "target bar" should incite program improvements and stimulate innovation.

Unadulterated data necessary to determine what must be done to improve performance. Program managers must clearly define data requirements and standardize collection methodology. Quality, access, and cost continue to define value.

Link to program strategy, goals, and outcomes that demonstrate how services have helped beneficiaries to improve their lives and health status.

Tools, techniques, technology that lead to current and accurate information used to manage programs, allocate resources, automate manual processes to improve efficiency and measure program effectiveness.

Support for goal-oriented budget **requests** leads to performance-based budget **decisions**. When program budget estimates pair dollars with performance target levels, the impact of annual expenditures is analyzed and program adjustments made accordingly. A true optimization of resources!



The Program Management Office and Integrated Project Team approach is proving invaluable to the design, development, and future implementation of BCMP. The collective synergies from content experts throughout the Services and TMA have been critical to identifying the need and defining performance for broad-spectrum case management. The work continues as we consult policy writers, resource managers, information